

---

# Norfolk Community Services Board

---

City Council Informal Session  
January 24, 2012



---

# Purpose and Overview

- Provide City Council with recommendations regarding the structure and operations of Norfolk Community Services Board (CSB)
  - Overview of CSB Workgroup composition, Workgroup mandate, and recommendations
  - Options and Administration's recommendation for the CSB structure
  - Issues to consider moving forward
  - Recommended next steps

# Workgroup Composition

Member	Affiliation
Dr. Paul Chidester	V.P. Medical Affairs, Sentara
Charles “Chuck” A. Hall	Director, Hampton-Newport News CSB
Dr. Jack Lanier	Director, Richmond Behavioral Health Authority
Michael D. O’Connor, L.C.S.W.	Director, Henrico Area Mental Health & Development Services Board
Major Michael O’Toole	Community Corrections, Norfolk Sheriff’s Office
Suzanne Puryear	President, The Planning Council
John Sanderlin	Norfolk City Auditor
Dr. Russ Evett	Past Chair, Norfolk CSB
Maureen Womack	Director, Norfolk CSB
Marcus D. Jones	Norfolk City Manager

---

# Workgroup Requested to Evaluate

- The best organizational structure for CSB within the options provided under state law
- The structure for delivery of services by the CSB to ensure an efficient, well-managed, integrated and responsive system
- CSB's ability to adapt to changing roles as determined by the state and federal governments
- Recommendations that position CSB for the future

---

# Workgroup Decision-Making Model

- The workgroup agreed they would **not** focus on whether one CSB structure is better than another structure
- Addressing the relationship between the CSB and the local government was the most important issue
  - The CSB structure was considered to be a local decision
  - The Workgroup provided insight on CSB's changing roles and recommendations for the future

---

# Key Workgroup Recommendations

## ■ **Establish a General Agreement**

- Clearly describe the separate and mutual roles, responsibilities, powers and duties of the City and CSB

## ■ **Enhance the Performance Contract process**

- Hold an annual discussion and review of the CSB Performance Contract
- This meeting between the City Council and the Board should occur prior to approving the contract and forwarding the contract to the state

---

## Key Workgroup Recommendations (cont.)

### ■ **Examine City Code and Board Composition**

- ❑ The City should ensure that the Norfolk City Code is up-to-date as it relates to the CSB
- ❑ The City Manager should have a representative on the Board and the Council should consider if it would desire to have one member on the Board
- ❑ The City Council should talk with Board members about the skills that are needed for any vacant positions on the Board

---

## Workgroup Recommendations for the Future

- The Workgroup considered advice provided by the Director of Community Contracting, Department of Behavioral Health and Developmental Services:
  - Integration of behavioral health and primary health care will be critical to effective delivery of behavioral health care in the future
  - More effective coordination and integration of services with other City agencies will be vital for supporting the recovery, empowerment, and self-determination of individuals with behavioral health or developmental needs
  - Develop strategies to deal with Medicaid managed behavioral health care changes



---

# Administration View-Board Structure

- While the Workgroup decided that it would not recommend a specific board structure, the board structure is an issue that must be addressed
- The Administration agrees with the Workgroup that there is no “universally accepted” board structure
  - The board structure should be designed to meet the needs of the locality and the consumers receiving services

---

# Types of CSB Structures

- **Operating Board:** directly provides services, through its own staff
- **Administrative-Policy Board:** sets policy for service delivery, services provided through local government staff
  - City of Portsmouth is structured as a Policy-Advisory Board (PAB), which has no operational powers or duties
  - City of Richmond is structured as a Behavioral Health Authority (BHA)

# Virginia CSB Structures

Operating Board		Administrative Policy	Others*
<ul style="list-style-type: none"> <li>■ Alleghany Highlands</li> <li>■ Blue Ridge</li> <li>■ Central Virginia</li> <li>■ Colonial</li> <li>■ Crossroads</li> <li>■ Cumberland Mt.</li> <li>■ Danville-Pittsylvania</li> <li>■ Dickenson County</li> <li>■ District 19</li> <li>■ Eastern Shore</li> <li>■ Goochland-Powhatan</li> <li>■ Hampton-Newport News</li> <li>■ Harrisonburg-Rockingham</li> <li>■ Highlands</li> </ul>	<ul style="list-style-type: none"> <li>■ Middle Peninsula-Northern Neck</li> <li>■ Mount Rogers</li> <li>■ New River Valley</li> <li>■ <b>Norfolk City</b></li> <li>■ Northwestern</li> <li>■ Piedmont</li> <li>■ Planning District One</li> <li>■ Rappahannock Area</li> <li>■ Rappa.-Rapidan</li> <li>■ Region Ten</li> <li>■ Rockbridge Area</li> <li>■ Southside</li> <li>■ Valley</li> <li>■ Western Tidewater</li> </ul>	<ul style="list-style-type: none"> <li>■ Alexandria</li> <li>■ Arlington</li> <li>■ Chesapeake</li> <li>■ Chesterfield</li> <li>■ Fairfax-Falls Church</li> <li>■ Hanover County</li> <li>■ Henrico Area</li> <li>■ Loudoun County</li> <li>■ Prince William County</li> <li>■ Virginia Beach</li> </ul>	<ul style="list-style-type: none"> <li>■ Portsmouth</li> <li>■ Richmond</li> </ul>

\* Richmond's BHA most closely resembles an Operating CSB. Portsmouth's (PAB) functions in an advisory capacity only.

---

# Options for Norfolk

## ■ Options for CSB

- ❑ Option 1: Keep Operating Board structure intact and utilize the recommendations from the Workgroup.
- ❑ Option 2: Initiate dialogue with localities to explore creating or expanding a multi-jurisdictional CSB
- ❑ Option 3: Change CSB designation to Administrative-Policy Board and convert staff to City employees

---

## Administration's Recommended Option

- **Change CSB designation to Administrative-Policy Board and convert staff to City employees**
- Implementation options include:
  - Establish the CSB as a stand alone department reporting to the City Manager
  - Establish the CSB as a division within the current Department of Human Services (reporting to the City Manager)
  - Focus on a comprehensive service delivery model (across departments) and establish a new comprehensive department incorporating other City involvement in community services

---

# Issues to Consider Moving Forward

- Customers/Clients
  - Enhanced service delivery model
  - Substance Abuse Mental Health Services Administration (SAMHSA) Grant
- City Code
  - Determine all code changes needed for integration
- Risk Liability
  - Need to assess the City's responsibility for physician liability
- Real estate
  - Need to assess all holdings and current agreements

---

## Issues to Consider Moving Forward (cont.)

- Legal and financial issues will require additional evaluation
  - City Attorney's office provides legal services for the CSB
    - Review all agreements and contracts
  - Need to determine the financial condition
- Administrative and personnel issues
  - Come with initial challenges

---

# However Retirement Benefits Differ

- City employees are in a Defined Benefit plan
- CSB employees are in a Defined Contribution plan
  - Issues such as these must be fully vetted and presented to City Council and the Board prior to asking for a final approval of a new CSB structure



# City and CSB Share Services

<b>Administrative Services</b>	<b>Shared</b>
<b>Healthcare Consortium</b>	<b>Yes</b>
Human Resources (HR) – Policies, procedures, hiring, and terminations	No
<b>Financial system</b>	<b>Yes</b>
<b>Financial – procurement/RFP support</b>	<b>Yes</b>
Financial administration and reporting	No
<b>Information Technology (IT) – email and network</b>	<b>Yes</b>
IT – Hardware and software purchase and licensing	No
<b>Fleet – vehicle titling</b>	<b>Yes</b>
Fleet – Purchases and insurance	No

---

# Recommended Next Steps

- Utilize expertise of City Manager's work group to assess issues that may arise in the new recommended structure
  - Establish a joint workgroup between City staff and CSB staff this week to begin the evaluation process
- Fully vet outstanding issues during the next 30 days
  - Include an actuarial analysis of the impact on retirement
- Present an interim update to the City Council and Board at the February 7, 2012 joint meeting

---

## Recommended Next Steps (cont.)

- Present a final update with a proposed ordinance at the February 28, 2012 City Council meeting
- Establish a date (immediate or July 1, 2012) for the beginning of the CSB transition

---

## Recommended Next Steps (cont.)

- Consider the proper timing to incorporate the following:
  - A financial audit of the CSB by an independent firm
  - An independent audit by the City Auditor to address personnel and administrative issues that have been raised during this review process
  - An independent audit from the state office of Department of Behavioral Health and Developmental Services to ensure all federal and state requirements are followed during and after the transition period

---

# Desired Outcomes

- Enhance service delivery
- Ensure new organization is well managed
- Ensure new structure addresses City Council and resident needs
- Coordinate and integrate services with community partners
  - Reduce redundancies
- Minimize impact on CSB employees